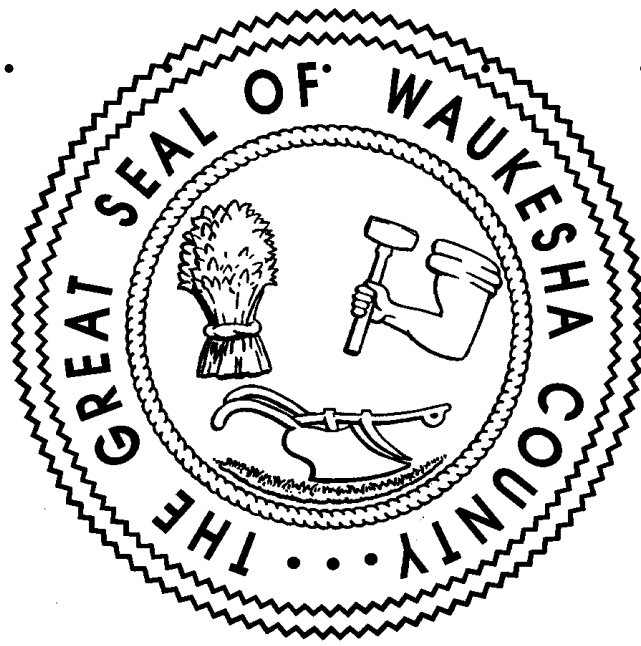


Executive Summary

Strategic Plan 2003-2005
Working Together...Leading the Way!



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Strategic Plan 2003-2005

Working Together...Leading the Way!

Contents

Introduction.....	3
Mission.....	3
Core Values.....	4
Integrity.....	4
Customer Service.....	4
Cost-Effectiveness.....	4
Innovation & Continuous Improvement.....	4
Teamwork.....	4
Key Services.....	5
Effective Family Intervention.....	5
Senior Community Services.....	5
Enhanced Public Safety.....	5
Comprehensive Public Works & Transportation Systems.....	5
Development & Protection of Environmental Resources.....	5
Strategic Directives.....	6
Strategic Directive 1: <i>Managing Resources with Fiscal Prudence</i>	6
Strategic Directive 2: <i>Comprehensive Customer Service</i>	7
Strategic Directive 3: <i>Innovation & Continuous Quality Improvement</i>	8
Strategic Directive 4: <i>Retain & Develop a High Quality Workforce</i>	9
Customer Charter.....	10
Quality Plus.....	10
Volunteer Support.....	11

Core Values

Integrity

Waukesha County government believes that serving the community is a sacred trust. We conduct our business with respect for the rights and responsibilities of our citizens, employers, employees, and elected officials. We adhere to the highest standards of professional conduct and the intent of legislation. Above all, we bring integrity to and from our workplaces on a daily basis.

Customer Service

To meet the needs of the public, Waukesha County is continually identifying and implementing service improvements through innovative and cost effective measures. It is our goal to provide our citizens with prompt, high quality services in a timely manner.

“Government of the people, by the people, for the people...”
Abraham Lincoln

Cost-Effectiveness

County departments are asked to clearly specify areas of improved cost-effectiveness that can be measured, quantified, and reflected in the budget. Efforts include:

1. Applying private sector cost models to government.
2. Developing better purchasing standards.
3. Adhering to the highest finance and budgeting standards, as evidenced in Waukesha County's Aaa Bond Rating, awarded since 1989.
4. Acquiring grants or contracted services.
5. Creating partnerships that enhance operations and service delivery.

Innovation & Continuous Improvement

As our community grows, so do the needs of the public. To keep up with the ever-changing demands placed upon County government, we embrace innovations and improvements that affect our overall performance. From implementing creative uses for existing or new equipment, to designing processes to enhance employee performance, to partnering or cost-sharing project expenses, Waukesha County continually strives to create an environment that manages its business for results.

Teamwork

Waukesha County employees are empowered to identify problems and to solve them. Cross-departmental teams address numerous quality improvement projects and employee involvement is elicited in the triennial strategic planning process. In addition to providing insight on program and service improvements, employees are asked to take personal responsibility for good customer service.

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Key Services

Waukesha County has five key service functions that are critical to County business and priorities, some of which are State mandates. The key services are:

Enhanced Public Safety

We will enhance community safety through continuous service and technology improvements related to detaining criminals, court security and emergency planning.

Effective Family Intervention

We will provide services for targeted populations, especially children and people with disabilities, to further their growth, development, safety and self-reliance.

Senior Community Services

We will address the changing needs of older County residents by planning, coordinating and providing access to programs as projected population increases occur.

Comprehensive Public Works & Transportation Systems

We will ensure that our infrastructure and transportation systems meet the demands of our rapidly growing County.

Development & Protection of Environmental Resources

We will plan for the orderly development and preservation of natural areas in Waukesha County to sustain a high quality of life.

Strategic Directives

Strategic directives established by the County Executive's management team form an outline for County departments as they engage in strategic planning efforts, thus ensuring alignment throughout our government system. These directives are then used as gauges to measure how effectively services are being delivered.

Strategic Directive 1: *Managing Resources with Fiscal Prudence*

To manage resources with fiscal prudence, departments identify goals that involve budget preparation, budget initiatives, cost reductions, and capital improvements.

Administration

Assess and plan for internal and external factors affecting the County to avoid fiscal adversity and operational disruption.

Clerk of Circuit Court

Responsibly use and account for all resources requested and utilized by the Circuit Court System and its business units.

Health & Human Services

Incorporate performance outcomes into select, annual contract programs for appropriate vendors.

Parks & Land Use

Develop new facilities and services as well as maintain and improve the quality of existing facilities as a responsible cost to the customer while exploring opportunities for public and/or private partnerships.

Public Works

Identify areas of excess equipment capabilities where the Highway Operations Division can utilize economics of scale with other government agencies as a way to reduce the tax levy.

Treasurer

Invest funds in a manner that yields the best returns while maintaining safety and liquidity.

Senior Services

Collaborate with community agencies to operate programs and secure funding resources.

Strategic Directive 2: Comprehensive Customer Service

Administration

Clerk of Circuit Court

Community Development

Parks & Land Use

[Register of Deeds](#)

Senior Services

Sheriff

Treasurer

Improve tax collection and information processing for the public.

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Strategic Directive 3: Innovation & Continuous Quality Improvement

Waukesha County government strives to be innovative in its business practices and initiates quality improvement objectives to enhance service delivery.

Administration

Provide leadership in inter-governmental cooperation to effect consolidation and efficiency of public services.

Use computer technology to improve and expedite claims and benefits processing.

Clerk of Circuit Court

Ensure that case participants, the public and County employees can conduct their business or perform their work duties in a safe environment.

Emergency Management

Prepare Waukesha County to respond to the dangerous effects of hazardous chemicals and biological agents.

Health & Human Services

In collaboration with the Criminal Justice Coordinating Council, arrange restorative justice training for County leaders and criminal and juvenile justice professionals.

Parks & Land Use

Plan for the orderly development of Waukesha County including land designated for acquisition of parks and open space.

Sheriff

Provide all necessary support and shared services throughout Waukesha County.

Research, develop and use technology to improve department efficiency and the quality of service provided to the community.

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Strategic Directive 4: *Retain & Develop a High Quality Workforce*

In order to retain and develop a high quality workforce, Waukesha County assesses the business culture within departments to determine employee perceptions and skill development needs. To attain Strategic Directive 4, employees are encouraged to provide suggestions for improved working conditions.

Airport

Perform a comprehensive review of staff resources so that operating practices can be dedicated to facilitating, managing, and accommodating growth.

Administration

Provide, develop, and maintain a quality workforce that enables County government to deliver effective and efficient services.

Community Development

Improve staff service and program management.

Register of Deeds

Establish a system for cross-training employees to increase their knowledge of the work in other divisions.

Sheriff

Advance initiatives that allow the department to assume personal responsibility for problem resolution and provide deputies with the necessary services to complete responsibilities.

Veterans Services

Provide staff training to improve all areas of employee responsibility.

Quality Plus

The Quality Plus program reflects the core values of our organization. Waukesha County, first and foremost, strives for QUALITY in all that we do – in our services to the community and to each other. A quality government embraces the principles of:

- Teamwork
- Customer Service
- Cost-Effectiveness
- Innovation
- Accountability
- Communication

As the Strategic Plan helps County departments forecast and identify areas of change, these principles provide the foundation for employee and departmental success. The Quality Plus program recognizes employees that embrace these principles by taking pride in their jobs and setting high standards of performance.

Volunteer Support

Volunteer support provides Waukesha County with additional resources to fulfill program and service delivery needs. The Department of Health and Human Services and the Department of Senior Services utilize dedicated volunteers on a daily basis. Volunteers provide fiscal relief for the County's budgetary practices and have a positive impact on the lives they touch.

To volunteer for Waukesha County, please contact the following:

Department of Health and Human Services
500 Riverview Avenue
Waukesha, WI 53188
(262) 548-7284

Department of Senior Services
1320 Pewaukee Road, Rm. 130
Waukesha, WI 53188

(262) 548-7848